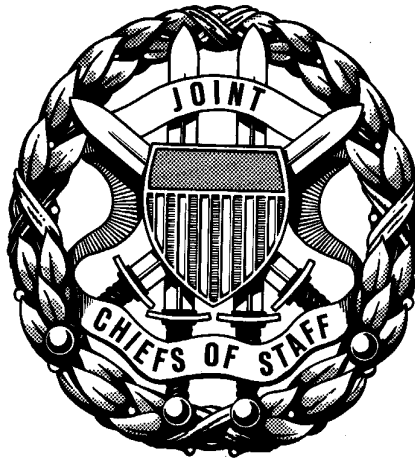


CJCSI 3500.01A
1 July 1997

**JOINT TRAINING POLICY
FOR
THE ARMED FORCES OF THE
UNITED STATES**



**JOINT STAFF
WASHINGTON, D.C. 20318-9999**



CHAIRMAN OF THE JOINT CHIEFS OF STAFF INSTRUCTION

J-7
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CJCSI 3500.01A
1 July 1997

JOINT TRAINING POLICY FOR THE ARMED FORCES OF THE UNITED STATES

References: See Section VI

1. Purpose. This instruction establishes CJCS policy for planning and conducting joint and multinational joint training.
2. Cancellation. CJCSI 3500.01, 21 November 1994, "Joint Training Policy for the Armed Forces of the United States," is canceled.
3. Applicability. This CJCSI applies to the Joint Staff, Services, combatant commands, activities, and Defense agencies responsive to the Chairman of the Joint Chiefs of Staff. It guides joint commanders in developing requirements, devising joint training plans, executing joint training, and assessing their training proficiency. The guidance in this policy is authoritative. As such, this policy will be followed except when, in the judgment of the commander, exceptional circumstances dictate otherwise.
4. Policy. Title 10 US Code, section 153, prescribes that, subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff will be responsible for (a) "formulating policies for the joint training of the Armed Forces," and (b) "formulating policies for coordinating the military education and training of members of the Armed Forces."
5. Definitions. Glossary, Part II.
6. Responsibilities. Section V.

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7. Summary of Changes. Document has been reorganized and indexed for ease of use. Joint Vision 2010 principles have been incorporated throughout all sections. A new section on assessments has been added. Increased emphasis has been given to Reserve forces, Defense agencies, and multinational joint training. Terminology was changed to be consistent with other joint training and doctrine publications.

8. Additional Copies. Joint Staff directorates may obtain a limited number of copies of this instruction from the Records Management and Automation Support Branch, Room 2B917. This publication is also available on the Joint Electronic Library CD-ROM and on the World Wide Web at address <http://www.dtic.mil/doctrine/jel/index.html>. The Services, CINCs, Defense agencies, and all other holders are authorized to reproduce, print, and stock additional copies to meet their internal distribution requirements.

9. Effective Date. This instruction is effective upon receipt.



JOHN M. SHALIKASHVILI
Chairman
of the Joint Chiefs of Staff

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Letter from the Chairman of the Joint Chiefs of Staff



First, and foremost, joint training described in this instruction is focused on warfighting. We must train the way we intend to fight. Joint training in the future must also ensure that resources are efficiently applied to develop and maintain an integrated and flexible joint force that is focused on the four operational concepts of Joint Vision 2010: dominant maneuver, precision engagement, full dimensional protection, and focused logistics. As a goal, combatant commands and the Services should continue to develop complementary methodologies to better allocate joint training resources, thereby increasing jointness by improving the quality of joint training.

The specific objective is to develop a joint training and exercise program that bolsters combatant commanders' ability to execute the National Military Strategy (NMS), while simultaneously maintaining readiness as a prerequisite to deterring aggression and responding to crisis. The desired end state is the improved readiness of joint forces, a training and exercise strategy aligned with the NMS, improved interoperability, complete integration of the entire DOD team (including the interagency process), and a more stable way to optimize the application of scarce Service resources.

GOAL

TRAIN THE ARMED FORCES TO OPERATE SUCCESSFULLY IN WAR OR MILITARY OPERATIONS OTHER THAN WAR (MOOTW).

OBJECTIVES AND PRIORITIES

- PREPARE FOR WAR
- PREPARE FOR MOOTW -- PRIORITIZED BY EACH COMBATANT COMMANDER
- PREPARE FOR MULTINATIONAL / INTERAGENCY OPERATIONS


JOHN M. SHALIKASHVILI
Chairman
of the Joint Chiefs of Staff

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1 July 1997

JOINT TRAINING POLICY
FOR
THE ARMED FORCES OF THE UNITED STATES

In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military.

General Douglas MacArthur

SECTION I

INTRODUCTION

1. Purpose. This instruction provides CJCS policy for joint training as a means to enhance joint readiness. It is the keystone document providing CJCS guidance de-

lineated in the Joint Training Master Plan, CJCSI 3500.02, and the Joint Training Manual, CJCSM 3500.03. It institutionalizes a requirements-based Joint Training System (JTS) and directs commanders to examine their missions and document their command warfighting requirements based on the tasks in the “Universal Joint Task List (UJTL),” CJCSM 3500.04. This instruction reaffirms the role of the commander as the primary trainer and assessor of readiness as well as the importance of the Defense agencies in supporting the warfighting mission. This policy builds on the principles laid out in the National Security Strategy of the United States, “A National Security Strategy for a New Century, May 1997,” as well as the National Military Strategy, “A Strategy of Flexible and Selective Engagement, 1995.” It includes preparing US forces for joint, multinational, and interagency operations across the range of military operations.

PURPOSE

- INSTITUTIONALIZE REQUIREMENTS-BASED TRAINING
- REAFFIRM ROLE OF COMMANDER
- UJTL-BASED MISSION ANALYSIS
- PREPARE FOR JOINT, MULTINATIONAL AND INTER-AGENCY OPERATIONS

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2. Joint Training Vision and Strategy

JOINT VISION 2010 OPERATIONAL CONCEPTS	
•	DOMINANT MANEUVER
•	PRECISION ENGAGEMENT
•	FOCUSED LOGISTICS
•	FULL DIMENSION PROTECTION

a. Joint Vision 2010's concept of warfighting will require changes in the Armed Forces of the United States to execute the new operational concepts of dominant maneuver, precision engagement, fo-

ocused logistics, and full dimensional protection. Our forces of the future will be more lethal and flexible, and our joint organizations performing at the operational level of war will be more autonomous, smaller, and organized at lower echelons than today's forces. They must be trained to face a wider range of threats, emerging unpredictably anywhere in the world, employing varying combinations of technology, and challenging us at varying levels of intensity. The scenarios in which US forces will be employed cover the full range of military operations, and virtually all will involve joint operations and most, particularly in military operations other than war (MOOTW), will be multinational. Interagency coordination will be part of every operation and essential to mission success.

b. Our joint training strategy will continue to focus on planning, executing, and assessing requirements-based training to standard under varying conditions. The JTS will remain a constant in the coming years, providing stability to our training as the operational concepts of Joint Vision 2010 are implemented. Com-

JOINT TRAINING STRATEGY	
•	JTS IS CONSTANT IN PERIOD OF CHANGE
•	TRAINING CONTINUES TO BE REQUIREMENTS-BASED
•	AGENCY PARTICIPATION IS ROUTINE
•	MAXIMIZE INFORMATION SUPERIORITY AND TECHNOLOGICAL INNOVATION
•	EMPHASIZE HIGH QUALITY, REALISTIC, AND STRESSFUL TRAINING
•	INTEGRATE JOINT CAPABILITIES AT ALL LEVELS

batant commanders' training requirements must remain based upon assigned missions and essential tasks. Reserve force integration and government agency participation must be routine in our training. Combatant command training plans will be based on an assessment of the command's training proficiency to accomplish its joint mission essential task list (JMETL), guidance from the National Command Authorities (NCA), and available training resources. Additionally, preparing our forces to maximize information superiority and technological innovation will be essential to our future success in any conflict. Joint training will remain high quality, realistic, stressful, require integration of joint capabilities at all levels, and remain the cornerstone of readiness.

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c. The National Military Strategy, "A Strategy of Flexible and Selective Engagement," places many demands on commanders worldwide. Balancing the increased OPTEMPO/PERSTEMPO associated with reduced force levels and current strategy requirements with regard to quality of life considerations will remain one of our biggest challenges. Commanders must be cognizant of OPTEMPO/PERSTEMPO levels within their organization and their impact as training programs are developed and executed.

3. Joint Training Goals

a. Prepare for War. Realistic and stressful training has been the primary way to keep readiness high and prepare our forces to face the challenges of

combat. Commanders must develop and maintain an integrated, tough, and flexible fighting force prepared to fight jointly as a team. Joint warfare is team warfare. A well-trained team provides commanders the ability to achieve full-spectrum dominance with overwhelming force from different dimensions and directions to shock, disrupt, and defeat opponents. Services and combatant commands must focus on joint warfare.

JOINT TRAINING GOALS

- PREPARE FOR WAR
- PREPARE FOR MOOTW
- PREPARE FOR MULTINATIONAL OPERATIONS
- INTEGRATE THE INTERAGENCY PROCESS

b. Prepare for Military Operations Other Than War. MOOTW encompass a wide range of activities where the military instrument of national power is used for purposes other than the large scale combat operations usually associated with war. Commanders must be prepared to accomplish MOOTW missions, while balancing the training requirements for more conventional operations.

c. Prepare for Multinational Operations. This goal applies throughout the range of military operations.

(1) These operations may include US and non-US government, international, nongovernmental, and private volunteer organizations. MOOTW missions, in particular, will increase the need for direct interaction and coordination with external agencies.

(2) One training intent must be to ensure a seamless operating environment. Focus must be placed, therefore, on the interfaces

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between various organizational or functional areas of responsibility.

d. Integrate the Interagency Process. The future of joint training is an integrated and synchronized training effort supporting the NCA and the combatant commanders. Using the common reference of the UJTL, this integration synchronizes the joint training efforts of the Service components and Defense agencies toward accomplishment of the combatant commander's JMETL according to their joint training plans. It will include training by other Federal departments and agencies. The desired end state of evolution of individual combatant command, Service, and Defense agency joint training plans into an integrated, synchronized, and coordinated effort will achieve greater efficiency in training as well as increased overall readiness.

4. Activities and Events Encompassed by this Policy

a. CJCS and combatant command-sponsored exercises.

b. Deployments for training, cooperative engagement, regional presence and access, and training events that fall under the purview of the CJCS Exercise Program for reporting purposes.

c. Use of joint models and simulations (M&S), seminars, and war games to conduct or support joint training.

d. Other joint training activities, including academic instruction and courseware development, conducted under the auspices of the CJCS, combatant commanders, and Defense agencies.

ACTIVITIES AND EVENTS ENCOMPASSED BY THIS POLICY

- CJCS AND COMBATANT COMMAND SPONSORED EVENTS
- DEPLOYMENTS AND TRAINING EVENTS IN THE CJCS EXERCISE PROGRAM
- USE OF JOINT MODELS AND SIMULATIONS
- OTHER ACTIVITIES UNDER THE AUSPICES OF THE CJCS, COMBATANT COMMANDERS, AND DEFENSE AGENCIES

5. Authority for Joint Training Policy

a. The authority for conducting joint training has evolved from the Goldwater-Nichols Defense Reorganization Act of 1986, Public Law 99-433. Since then, it has been codified in title 10, United States Code. 10 USC 153 states that, subject to the authority, direction, and control of the President and the Secretary of Defense, the Chairman of the Joint Chiefs of Staff is responsible for developing doctrine for the

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joint employment of the Armed Forces, formulating policies for the joint training of the Armed Forces, and formulating policies for coordinating the military education and training of members of the Armed Forces.

b. 10 USC 164(c) addresses the authority of combatant commanders, including “giving authoritative direction to subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of military operations, joint training, and logistics.”

c. The Services are covered under 10 USC 165(b), which states, “Responsibility of Secretaries of Military Departments. Subject to the authority, direction, and control of the Secretary of Defense and subject to the authority of commanders of the combatant commands under 10 USC 164(c), the Secretary of a military department is responsible for the administration and support of forces assigned by him to a combatant command.” Additional Service training responsibilities are fixed in the individual Service sections in 10 USC. Specifically, 10 USC 3013(b), 5013(b), and 8013(b) task the Secretaries with recruiting, organizing, training, and equipping the forces assigned to the combatant commands.

d. Paragraph D, DOD Directive 5100.1, 25 September 1987, “Functions of the Department of Defense and Its Major Components,” states that the Chairman of the Joint Chiefs of Staff will oversee the activities of the combatant commands and be responsible for formulating policies for joint training of the Armed Forces and for coordination of military education and training of members of the Armed Forces.

6. Procedures. The guidance and procedures for implementing this policy are contained in the “CJCS Joint Training Master Plan (JTMP),” CJCSI 3500.02A and the “CJCS Joint Training Manual (JTM),” CJCSM 3500.03. The JTMP provides guidance from the Chairman of the Joint Chiefs of Staff for planning and conducting joint training events and supporting actions on a cyclical basis. The JTM describes the Joint Training System (JTS) and defines the methods to accomplish the goals stated in the JTP and the JTMP.

7. Changes to this Policy. All recommended changes to this document will be submitted to the Joint Staff (J-7) for coordination with the combatant commands, Services, Defense agencies, and Joint Staff and

must be approved by the Chairman of the Joint Chiefs of Staff before implementation.

SECTION II

JOINT TRAINING POLICY

1. Five Tenets of Joint Training

a. Use Joint Doctrine. Joint training will be accomplished in accordance with approved joint doctrine. Joint doctrine establishes the fundamentals of joint operations guidance on how

best to employ national military power to achieve strategic ends. Joint doctrine provides the common terms, concepts, and perspective, which fundamentally shape the way Armed Forces of the United States think about and execute joint operations. Joint doctrinal publications describe common procedures and uniform operational methods from a common baseline. Effective training must be based on joint doctrine, as it embodies the concepts likely to be employed throughout the range of military operations.

FIVE TENETS OF JOINT TRAINING

- USE JOINT DOCTRINE
- COMMANDERS ARE THE PRIMARY TRAINERS
- MISSION FOCUS
- TRAIN THE WAY YOU INTEND TO FIGHT
- CENTRALIZE PLANNING, DECENTRALIZE EXECUTION

b. Commanders Are the Primary Trainers. Commanders at all echelons are responsible for preparing their commands to accomplish assigned missions. Being trained and ready is commanders' business. Joint commanders' training guidance forms the basis for planning, executing, and assessing all joint training programs. Commanders establish joint training objectives and plans, execute and evaluate joint training events, and assess training proficiency and program effectiveness. They ensure the programs are consistent with their assigned missions, priorities and intentions, and allocated resources. In developing the training programs, commanders must balance mission requirements with the potentially detrimental impact of a high OP-TEMPO and PERSTEMPO on unit quality of life. Senior commanders are the approving authorities for the training programs of assigned subordinates. Commanders determine how well their command is prepared to accomplish their assigned missions.

c. Mission Focus. The central theme of joint training is a requirements-based focus on assigned missions. The intent is to derive essential peacetime training requirements from the Armed Forces of the United States' primary warfighting missions. The UJTL (CJCSM 3500.04) provides a common language and reference for combatant

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commands, Services, Defense agencies, and the Joint Staff to communicate capability requirements. Mission focus provides a basis for rationalizing and prioritizing the allocation of scarce resources among numerous competing demands. A successful training program can be achieved when commanders consciously narrow the focus of their training efforts to a limited number of mission essential tasks.

d. Train the Way You Intend to Fight. Joint training must be based on realistic conditions and standards. Conditions are those variables in an operational environment or situation in which a unit, system, or individual is expected to operate that may significantly affect performance. Conditions are organized into three broad categories: physical, military, and civil, which are derived from the joint force commander's assessment of mission-related political, economic, social, cultural, and geographic implications, as well as threat, available forces, and time. Standards are established as the minimum acceptable proficiency required in the performance of a particular task under a specified set of conditions.

(1) Command, control, communications, computers, and intelligence (C4I), as well as logistic and transportation activities, should use (preferred) or emulate real capabilities.

(2) Training to achieve focused logistics should include information tasks which test and stress tailored transportation and logistic packages for deployment and sustainment. The goal is to be adaptive and provide precision support to the warfighter.

(3) Integration of the capabilities of the Reserve components, other Federal departments, agencies, and the globalized private sector is essential for training the way you intend to fight. They should be integrated into the combatant commander's joint training plans.

e. Centralize Planning, Decentralize Execution. In military operations, centralized planning and decentralized execution provide organizational flexibility. Decisions are made where and when necessary by subordinates, consistent with available resources and the senior commander's intentions, priorities, and mission objectives. Training methods must mirror operational techniques. The intent is to apply available resources with enough flexibility to optimize training effectiveness and efficiency. This process requires an analysis of who needs training and the current level of training proficiency, then selecting the most effective and efficient method to accomplish the

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training objective. Decentralization promotes bottom-up communications, especially concerning mission related strengths and weaknesses.

2. Multiechelon, Progressive Training. Multiechelon training techniques aim at simultaneously training individual, leader, and organizational tasks at each echelon during a single training event. Although this can be an efficient way to train

MULTIECHELON, PROGRESSIVE TRAINING

- SIMULTANEOUSLY TRAINING INDIVIDUAL, LEADER, AND ORGANIZATIONAL TASKS DURING A SINGLE TRAINING EVENT
- BASIC LEVEL OF KNOWLEDGE OR SKILL IS A PREREQUISITE TO PROGRESS
- EMBEDDED TRAINING, SMALL-SCALE WARGAMING, SIMULATIONS AND SIMULATORS ETC., PROVIDE OPPORTUNITIES FOR PREPARATION

and sustain a diverse number of mission essential tasks, especially when time is limited, care must be taken not to sacrifice training effectiveness in pursuit of these efficiencies. In training, bigger training events are not always better. Focus must remain on ensuring the training audience accomplishes the training objectives. Progressive training recognizes that some basic level of knowledge or skills is a prerequisite to more advanced training. The need for progressive training applies to individual and collective training. In both cases, effectiveness and efficiency are at risk if unqualified personnel or units are injected into advanced training before they are ready. To increase productivity, joint training programs should offer commanders, staffs, units, and individuals varying levels of preliminary academic instruction. Embedded training, small-scale wargaming, simulators, simulations, or focused command post exercises provide opportunities to improve skills before participation in major, resource intensive training events.

3. Increasing the Effectiveness of Joint Training

a. Use the Joint Training System. The JTS provides an integrated, requirements-based methodology for aligning training programs with assigned missions consistent with command priorities and available resources. This system emphasizes the direct linkage among the NMS, combatant command mission requirements, and training. The ultimate result is trained and ready personnel who are able to effectively execute joint and multinational operations.

b. Use the Universal Joint Task List. The UJTL is designed as an interoperability tool for use by joint force commanders and the entire

UNIVERSAL JOINT TASK LIST

- INTEROPERABILITY TOOL FOR JOINT COMMUNITY
- COMMON REFERENCE SYSTEM FOR COMMANDERS, PLANNERS, AND TRAINERS TO COMMUNICATE MISSION REQUIREMENTS
- BASIS FOR COMMAND JMETL

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joint community, including the Joint Staff and the combat support agencies, to communicate their mission requirements. The UJTL serves as a common language and common reference system for joint force commanders, operational planners, combat developers, and trainers to communicate mission requirements. It can help analysts and planners understand and integrate joint operations. The UJTL contains a comprehensive hierarchical listing of the tasks on the strategic national, theater, and operational levels that can be performed by a joint military force. Once identified as essential to mission accomplishment, the tasks are reflected within the command's JMETL. The UJTL is published as CJCSM 3500.04, reference c.

MODELING AND SIMULATION CRITERIA

- TRAINING MUST BE REQUIREMENTS BASED
- TRAIN TO CRITERIA SET BY COMMANDER
- APPROPRIATELY SCALED BASED ON PRIMARY TRAINING AUDIENCE
- KEEP OVERHEAD SUPPORT REQUIREMENTS TO A MINIMUM
- COST EFFECTIVE AND MISSION EFFECTIVE

c. Modeling and Simulation.

The primary goal of M&S is to enhance the value and increase the efficiency of joint training. Effective use of modeling, simulation, and simulators can also have a significant impact in

reducing OPTEMPO and PERSTEMPO, with associated cost savings. Training with M&S tools should meet the following criteria: (1) training must be requirements based; (2) must be able to train to objectives derived from task(s) qualified by required conditions and standards of realism set by the commander; (3) efforts must be appropriately scaled, based on clear identification of primary training audiences for each event; (4) must keep overhead support requirements to a minimum -- the recommended ratio of supporting staffs or secondary training audiences to primary training audiences should not exceed 1 to 1; and (5) must be cost efficient and mission effective in training to standard.

d. Joint Exercises. Joint exercises include joint training events based on approved joint doctrine that prepares joint forces or staffs to respond to operational requirements established by the combatant commanders to accomplish their assigned missions. Mission focus is critical to the effectiveness and efficiency of joint training exercises.

(1) Joint preparedness is the primary objective of the CJCS Exercise Program. Exercises must be structured to obtain and sustain proficient performance of mission essential tasks under theater conditions and to combatant command standards.

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(2) The Chairman of the Joint Chiefs of Staff and combatant or multinational commanders often require joint or multinational exercises to ensure presence and access, to demonstrate resolve, to enhance goodwill, or to build coalitions. A consequence of this type of regional strategy, is a risk that training may become a secondary objective of military exercises. Regional exercises, however, can serve to prepare for future multinational operations, in addition to providing a demonstration or show of force. Supported and functional combatant commands can benefit from multinational exercises and should strive to maximize their training value.

(3) Logistic objectives must be integrated into joint exercises at all levels, including adaptive use of agile infrastructure, reduced logistic footprint, joint deployment, information fusion, rapid distribution, proactive support, and multinational and third-party logistics.

e. Joint Individual Training Course Management. To eliminate duplication and ensure standardization, joint courses must satisfy the

JOINT INDIVIDUAL TRAINING COURSES

- CURRICULA REFLECTS TRAINING REQUIREMENTS
- BASED ON APPROVED DOCTRINE
- JWFC PUBLISHES JOINT COURSE CATALOG

following criteria: (1) curricula should reflect combatant commander mission training requirements, and (2) course materials should be developed based on approved joint doctrine, tactics, techniques, and procedures. The Joint Staff, through the Joint Warfighting Center (JWFC), has defined procedures for developing and accrediting joint training courses to ensure the basic criterion of linkage to the UJTL and joint doctrine is met and that the focus is for joint force commanders and joint staffs. The JWFC also maintains and publishes a catalog of accredited joint training courses.

4. Training for Military Operations Other Than War

a. Although preparing US forces to fight and win wars remains the highest national military training priority, people and units must be prepared for other missions as well. Mission focus is the rule. Accordingly,

TRAINING FOR MOOTW

- TRAINING MUST BE PLANNED AND EXECUTED CONSISTENT WITH ASSIGNED MISSIONS AND PRIORITIES
- TRAINING AND ASSESSMENT MUST BE IN ALIGNMENT WITH COMMAND'S JOINT TRAINING PROGRAM

appropriate individual as well as collective training must be planned and executed consistent with assigned missions and priorities.

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b. Skills required for MOOTW missions, e.g., peacekeeping or humanitarian assistance, are different from those required for warfighting. Advanced preparation of forces is essential to ensure mission success. These skills must be trained and assessed in alignment with assigned priorities in the command's joint training program.

OTHER AGENCY OPERATIONS

- INTERAGENCY AND MULTINATIONAL OPERATIONS SHOULD BE AN INHERENT PART OF A JOINT TRAINING PROGRAM
- EMPHASIZE INDIVIDUAL AS WELL AS COLLECTIVE SKILLS
- JOINT PUB 3-08 PROVIDES PRINCIPLES AND GUIDANCE FOR INTERAGENCY OPERATIONS

5. Interagency, Non-governmental, and Private Volunteer

Organizations. Inherent to military operations is the need to work with other USG agencies or other nations' governments, as well as with nongovernmental or private volunteer organizations. Joint

training and exercise programs should maximize interaction with the organizations and people likely to be involved in assigned mission(s). Commanders should emphasize and develop individual as well as collective skills.

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SECTION III

MULTINATIONAL JOINT TRAINING

Allied commands depend on mutual confidence. How is mutual confidence developed? You don't command it.... By development of common understanding of the problems, by approaching these things on the widest possible basis with respect to each other's opinions, and above all, through the development of friendships, this confidence is "gained in families and staffs."

***General of the Army
Dwight D. Eisenhower***

1. General. The strategic goal of collective security and the resultant multinational alliances into which the United States has entered require that its Armed Forces be prepared for multinational military operations. Much of the

information and guidance provided for joint training is also applicable to multinational joint training. To maximize the effectiveness of multinational relationships, joint force commanders should identify and focus training on those specific areas where vulnerabilities or critical requirements exist. This training allows the capabilities of various partners to be explored and exercised, enhancing the overall effectiveness of the team. Confidence building may be an important by-product of this effort, as well as increased interoperability. Special areas for training emphasis may include focused logistics and command and control.

MULTINATIONAL JOINT TRAINING

- FOCUS ON CRITICAL REQUIREMENTS AND VULNERABILITIES
- INCREASED INTEROPERABILITY
- EMPHASIZE FOCUSED LOGISTICS AND COMMAND AND CONTROL
- SEE JOINT PUBS 0-2, 3-0, AND 3-16

2. Command and Control. The Armed Forces of the United States will be required and should be trained to operate within a multinational framework. Accordingly, commanders and staffs of the forces or components that are likely to be employed in multinational operations should be exercised regularly during peacetime with their multinational partners. Training the correct audience ensures that those responsible for employing forces are familiar with the people, organizations, procedures, force capabilities, and limitations likely to be employed. In the absence of multinational joint training agreements, training objectives for US forces should be based on approved joint doctrine.

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3. Other Multinational Joint Training Considerations

a. At times, various nations' expectations, understanding, or objectives concerning roles or missions to be performed may not be in harmony. Additionally, force structure, doctrine, training proficiency, or equipment may not facilitate interoperability. In such instances, multinational commanders and staffs should attempt to optimize the contribution of member forces within allowable constraints. Training and exercises can help identify and alleviate many problems before unity of effort is seriously degraded.

MULTINATIONAL TRAINING CONSIDERATIONS

- OPTIMIZE CONTRIBUTION OF MEMBER FORCES WITHIN CONSTRAINTS
- MATCH MISSIONS WITH CAPABILITIES
- USE AVAILABLE TRAINING ASSISTANCE PROGRAMS TO IMPROVE MEMBER CONTRIBUTIONS
- EFFICIENCIES ARE BEST ACHIEVED WHEN OPERATING FROM A COMMON FRAME OF REFERENCE
- JOINT TRAINING PUBS ARE AVAILABLE TO MULTINATIONAL PARTNERS ON THE WWW

b. Joint force commanders must implement measures to assess the capabilities, strengths, and weaknesses of member forces to facilitate matching missions with capabilities. In addition, to enhancing individual and collective proficiency levels, training and exercises can assist commanders in aligning missions with capabilities.

c. When the situation permits, opportunities to improve the contributions of other nations' forces may be found through training assistance programs, consistent with standing US and multinational agreements and terms of reference (TOR).

d. Multinational exercises, which in the past have included command post exercises as well as major field training exercises, can be complemented with the use of simulations. Reduced force structure and training resources will continue to directly affect the ability to afford large-scale multinational field training events. As a consequence, smaller, more focused, task-based training events may be more appropriate and feasible.

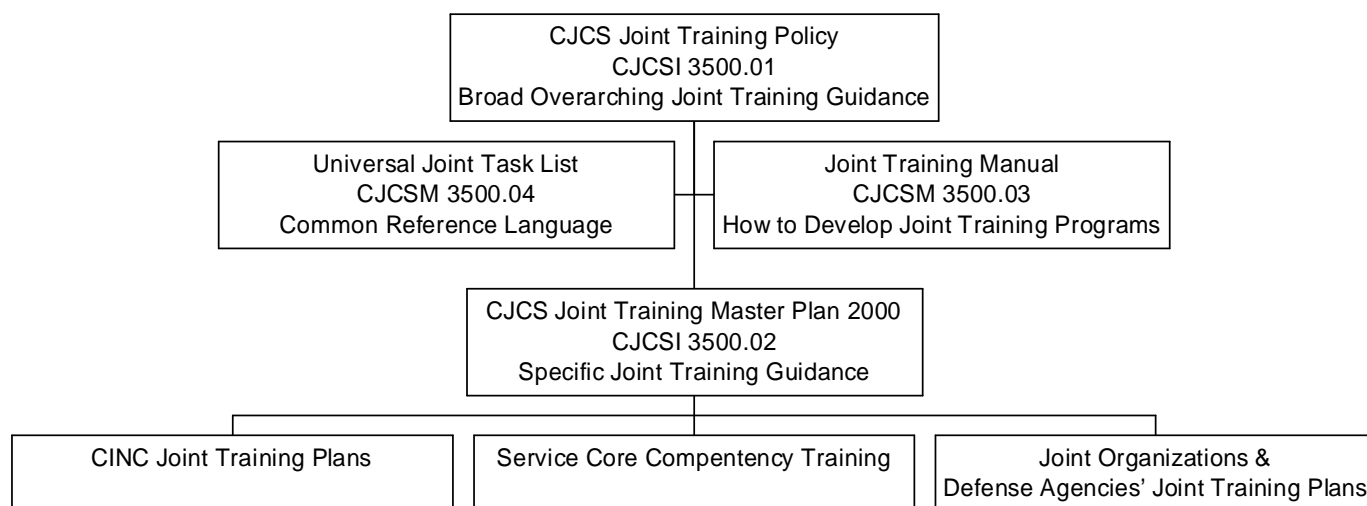
e. Training within the framework of an alliance may imply the existence of agreed missions, objectives and doctrine, and may eventually progress to mutually acceptable tasks, conditions, and standards. In NATO, for example, member nations have standardization agreements (STANAGs) for specified procedures as well as predetermined standards. When training for multinational operations, participants must define acceptable tasks, conditions, and standards.

f. Efficiencies in multinational warfighting can best be achieved when the parties involved operate from a common frame of reference and a common lexicon of the tasks associated with mission accomplishment. This common frame of reference can be established through many means, one of which is the UJTL. Combatant commanders and Services are encouraged to share the principles and techniques of requirements-based joint training with their multinational partners, within the framework of existing security assistance and cooperative arrangements.

g. CJCS Joint Training Master Plan (CJCSI 3500.02A), Joint Training Manual (CJCSM 3500.03), and the Universal Joint Task List (CJCSM 3500.04), as well as many of the other joint training publications, are releasable worldwide. See page 2, paragraph 8, Additional Copies, for information on availability.

Joint Training Guidance

Keystone Documents



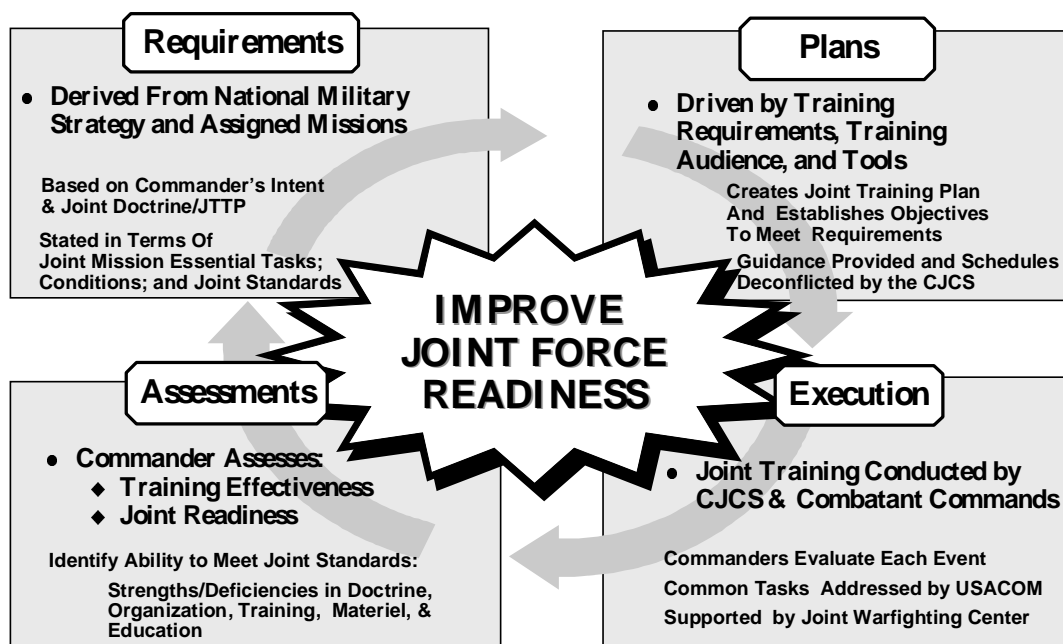
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SECTION IV

THE JOINT TRAINING SYSTEM

1. Priorities and Mission Focus. The primary purpose of joint training is to prepare the Armed Forces of the United States to fight and win our Nation's wars whenever and wherever called upon. Joint training should be based upon the command's required capability to perform assigned missions as reflected in the JMETL. Based upon these required capabilities, joint training management subsequently plans, resources, executes, evaluates, and assesses training. The JTS is intended to ensure that training is consistent with approved joint doctrine, mission requirements, priorities, available resources, and acceptable levels of risk.

2. Process



a. The JTS is a four-phase cyclical process. The process starts with identification of capability requirements and proceeds through planning, execution, and assessment. Imbedded in the execution and assessment phases is the Joint After-Action Reporting System (JAARS). The objective of the JAARS is to improve the joint warfighters' ability to capture, act on, and share joint lessons learned to improve our joint warfighting capabilities. Changes in national priorities,

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assigned missions, capability assessments, resource constraints, risks, regional initiatives, and many other factors add to the challenge. Though the process is deliberate in concept, it should remain flexible in execution.

b. Mission Capability Requirements. Joint training requirements are derived from required capabilities identified during mission analyses by commanders and their staffs, based on approved joint doctrine, JTTP, and Standard Operating Procedures (SOP).

MISSION CAPABILITY REQUIREMENTS

- DERIVED FROM MISSION ANALYSES
- TRANSLATE GUIDANCE INTO TASK LISTS BASED ON UJTL
- DESIGNATE SINGLE LIST OF JMETs
- COMMAND-LINKED TASKS ARE IDENTIFIED AND COORDINATED BETWEEN SUPPORTED AND SUPPORTING COMMANDS

(1) At combatant command level, initial theater planning guidance and priorities are found in the National Security Strategy (NSS), National Military Strategy (NMS), the Joint Strategic Capabilities Plan (JSCP), Defense Planning Guidance, Contingency Planning Guidance (CPG), theater contingency plans, and applicable treaties.

(2) Combatant commanders translate guidance into theater specific strategies and plans and generate task lists based on the identification of specified and implied tasks. These specified and implied tasks identified during mission analysis are then related to the UJTL, which translates those tasks into a common frame of reference.

(3) In joint training, those collective tasks that are identified as mission essential (i.e., mission has a high probability of failure should this task not be performed effectively) are termed Joint Mission Essential Tasks (JMETs). Joint commanders will select their JMETs, associated conditions, and measures criteria for standards from the UJTL. Criteria for selecting tasks as mission essential will be determined by the command.

(4) Once all missions are analyzed, the combatant commander designates a single list of JMETs that describes the capability required by the command. These tasks, conditions, and standards for JMETs provide the foundation from which the training requirement is derived. Resource constraints will eventually force commanders to narrow the focus of their training efforts to those tasks that are essential to mission accomplishment. In this re-

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gard, the training program must be consistent with command priorities and objectives.

(5) Command-linked tasks are identified and coordinated between supported and supporting commands. Supported commands will coordinate with their supporting commands to determine which of the supporting commands' JMETs should be incorporated into the supported commander's training program. This coordination is necessary to ensure that supporting command JMETs are adequately considered and integrated into the supported command's training programs. The interface (command-linked tasks) between supported and supporting commands should be identified and exercised often within the supported command's training program.

c. Planning. Once capability requirements have been established, training requirements are identified based on commander's assessment of current levels of proficiency

on mission essential tasks. Training objectives are identified and events are designed to accomplish those objectives based upon joint doctrine, JTTP, and SOP. Training events are designed to ensure the training audiences attain the training objectives during the applicable training cycle. Resources are then aligned and programmed. Forces, equipment, transportation, and funding must be prioritized, matched, and coordinated to ensure the right mix of training events. Additionally, political and environmental resource management issues, as well as operational security, must be considered in building scenarios. Combatant command and worldwide scheduling conferences help finalize and resource the joint training plans that produce joint training schedules. Combatant commands produce joint training plans and joint training schedules while the CJCS produces the CJCS JTMP and Joint Training Master Schedule (JTMS).

PLANNING

- COMMANDER ASSESSMENT OF PROFICIENCY
- TRAINING OBJECTIVES AND EVENTS IDENTIFIED
- RESOURCES ALIGNED AND PRIORITIZED
- PRODUCE JOINT TRAINING PLAN AND JOINT TRAINING SCHEDULE

d. Execution. Joint training encompasses the conduct of multiple types of training events, including joint exercises. Execution will follow the joint training event summaries contained in the joint training schedules as closely as possible, considering any changes in the current situation. Within

EXECUTION

- GOAL IS TO PERFORM TO STANDARD UNDER SPECIFIC CONDITIONS
- PROFICIENCY EVALUATION IS A COMMAND RESPONSIBILITY
- TASKS, CONDITIONS, AND STANDARDS PROVIDE THE TOOLS FOR TRAINING EVALUATION

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the execution phase, each training event is conducted using a planning, preparation, execution, and post exercise and evaluation stage process. Evaluation of each training event is conducted as part of the execution phase.

(1) The goal is for the training audience to perform the training tasks under specific conditions to an established standard. Many of these events fall under the CJCS Exercise Program consisting of (1) those activities sponsored by the Chairman of the Joint Chiefs of Staff and (2) those sponsored by the individual combatant commanders. These two categories can be further divided into sub categories of exercises, depending on size, political sensitivities, and actual training techniques (e.g., command post exercises (CPX) and field training exercises (FTX)).

(2) All joint training events, whether exercise or academic events, are evaluated to determine whether or not the training objectives were accomplished by the training audience. Training proficiency evaluation is a command responsibility intended to determine whether a specific event's training objectives have been met by individuals and units. Formal, as well as informal, feedback obtained during coordination, scheduling, review, and execution of training events is critical to the evaluation process. Evaluations are conducted continuously during execution to identify problems early and apply mid-course corrections when such corrections will do the most good. Mid-course corrections are beneficial because they take advantage of current event participants, enhancing the immediate knowledge and skills of those involved and maximizing the value of any remaining training time. Tasks, conditions, and standards provide the tools for all training evaluations. All these evaluations then provide much of the information used for the commander to determine the command's training proficiency over time in the assessment phase.

e. Assessment. The inherent value of a system for joint training is realized in the assessment phase, where assessment refers to a compilation of evaluations providing the commander valuable information about the overall command's capability to perform assigned missions. Additionally, these insights provide a direct payoff in terms of improved mission

ASSESSMENT

- ANALYSIS AND COMPILATION OF EVALUATIONS
- OVERALL COMMAND'S CAPABILITY TO PERFORM MISSION
- BASIS FOR FUTURE TRAINING REQUIREMENTS FOR SUBSEQUENT CYCLES

capability for the effort associated with the first three phases of the JTS. The challenge of the assessment phase is to provide a clear structure to institutionally capture those insights, creating a learning organization. Consequently, the assessment phase of the JTS describes how the collective training results over time are: (1) translated into future training requirements for subsequent training cycles, (2) developed into lessons learned, (3) used to identify and resolve issues, and (4) made available to other users of training information. Assessment completes the training cycle and provides input back to the beginning of the training process--requirements definition.

SECTION V

TRAINING RESPONSIBILITIES

1. Office of the Secretary of Defense (OSD). The Under Secretary of Defense for Personnel and Readiness (USD (P&R)) is responsible for overall policy and program review of training programs for military personnel and programs for the collective training of military units.
2. Chairman of the Joint Chiefs of Staff. The Chairman of the Joint Chiefs of Staff is responsible for:
 - a. Ensuring the necessary joint training of the Armed Forces to accomplish strategic and contingency planning and preparedness to conform to policy guidance from the President and the Secretary of Defense. (10 USC 153)
 - b. Advising the Secretary of Defense on the priorities of the requirements identified by the combatant commanders. (10 USC 153(a)(4)(A))
 - c. Developing doctrine for the joint employment of the Armed Forces. (10 USC 153(a)(5)(A))
 - d. Formulating policies for joint training of the Armed Forces. (10 USC 153(a)(5)(B))
 - e. Formulating policies for coordinating the military education and training of members of the Armed Forces. (10 USC 153(a)(5)(C))
 - f. Developing joint training policy for the Joint Staff, combatant commands, and Services. (10 USC 153(a)(5)(B))
 - g. Supervising Defense agencies designated by the Secretary of Defense. (10 USC 192(a)(1))
 - h. Designating a Joint Staff focal point to monitor and coordinate joint training policy and issues with OSD, Defense agencies, combatant commands, and Services. (DODD 5100.1)
 - (1) The Operational Plans and Interoperability Directorate (J-7) is responsible to the Chairman of the Joint Chiefs of Staff for (a)

managing the joint doctrine and JTTP program, (b) formulating policies for the joint training of the Armed Forces, (c) formulating policies for coordinating the military education and training of members of the Armed Forces. The J-7 is also the Joint Staff focal point for supporting the Chairman of the Joint Chiefs of Staff in executing CJCS joint training responsibilities.

(2) Joint Staff directorates, in collaboration with J-7 and in coordination with the combatant commands, retain responsibility for assessing and recommending improvements to joint training conducted within their respective functional areas.

i. Providing the participation of combat support agencies in joint training exercises, assessing their performance, and taking steps to improve their performance. (10 USC 193(b))

3. Joint Staff. The Joint Staff is responsible for:

a. Coordinating the development of multinational joint training requirements identified within the JTS. (J-7)

b. Scheduling oversight to help ensure the coordination and deconfliction of joint and multinational exercise schedules. (J-7)

c. Publishing a Joint Training Master Schedule. (J-7)

d. Monitoring the funding and resources committed to support joint training and recommending changes to these levels when necessary to support the combatant commanders' requirements. (J-7)

e. Establishing and maintaining a uniform program for evaluating joint training. (J-7)

f. Assisting the combatant commanders in assessing joint training. (J-7)

g. Managing the CJCS Exercise Program to include the CJCS Exercise Evaluation Program. (J-7)

h. Accrediting and cataloging joint training courses in accordance with the Joint Training Course Development and Management Process (JTCDMP). (J-7/JWFC)

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- i. Coordinating joint simulation system policy for joint training and exercises. (J-7)
- j. Coordinating the requirements, development, linkage, and use of M&S to support joint training. (J-7/JWFC/J-8)
- k. Coordinating and monitoring joint duty assignments for joint training. (J-1)
- l. Certifying and coordinating joint training terminology. (J-7)
- m. Coordinating common joint tasks, conditions, and methodology for setting standards, as well as commended training issues in the JTMP. (J-7)
- n. Disseminating and coordinating the CJCS Commended Training Issues (CCTIs). (J-7)
- o. Coordinating US national positions for international exercises. (J-5 ICW/J-7)
- p. Coordinating exercise activities between combatant commands when initiated by the NCA, Department of State (DOS), or other DOD authorities. (J-7)
- q. Standardizing joint training methods in coordination with JWFC and the combatant commands. (J-7)
- r. Coordinating the development of joint logistics related training requirements, including multinational training, within joint training activities. (J-4/J-7)

4. Joint Warfighting Center (JWFC).

A separate agency of the Joint Staff organized under the J-7, the JWFC is responsible for assisting the Chairman of the Joint Chiefs of Staff, combatant commanders, Services, and defense agencies in preparation for joint and multinational operations in the conceptualization, development, and assessment of current and future joint doctrine and in the accomplishment of joint and multinational training and exercises. The Chairman of the Joint Chiefs of Staff supports combatant commands

JOINT WARFIGHTING CENTER

- THE JWFC SUPPORTS COMBATANT COMMANDS IN THE PLANNING, DESIGN, AND EXECUTION OF THEIR TRAINING PROGRAMS
- ASSISTS IN CONCEPTUALIZATION, DEVELOPMENT, AND ASSESSMENT OF JOINT DOCTRINE

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in the design, planning, preparation, and execution of their training programs through the JWFC.

5. US Atlantic Command. US Atlantic Command (USACOM) has roles as the joint force trainer, integrator, and provider of assigned forces. In its role as joint force trainer, USACOM is responsible for conducting joint training of assigned forces and Joint Task Force (JTF) headquarters' commanders and staffs. In coordination with other combatant commanders, USCINCCOM is tasked with identifying and preparing assigned forces for worldwide deployment. USACOM, as the joint force provider of assigned forces, is also responsible for providing assigned forces for participation in other combatant commander exercises. USACOM will maintain a scheduling deconfliction role for these forces to preclude OPTEMPO and PERSTEMPO problems for the participating units.

US ATLANTIC COMMAND

- JOINT FORCE TRAINER, INTEGRATOR AND PROVIDER OF ASSIGNED FORCES
- RESPONSIBLE FOR CONDUCTING JOINT TRAINING OF ASSIGNED FORCES AND JTF HEADQUARTERS' COMMANDERS AND STAFFS

6. Joint Warfighting Center and US Atlantic Command Relationship

a. JWFC is the combatant commander's initial point of contact and primary source of joint training plan development and a broad range of exercise assistance. In this role, JWFC, when tasked, may use various combatant commanders, Services, and combat support agencies as lead agents in doctrine and courseware development and joint training resource providers.

JWFC AND USACOM RELATIONSHIP

- KEY TO EFFECTIVE CINC SUPPORT
- JWFC IS COMBATANT COMMANDER'S INITIAL POINT OF CONTACT
- USACOM PROVIDES KEY TRAINING AS JOINT FORCE PROVIDER AND INTEGRATOR

b. USACOM, in its role as the joint force provider of the bulk of deployable forces worldwide, has the responsibility to ensure that its assigned forces, JTF commanders, and staffs are trained and prepared for augmentation into regional geographic combatant command forces and command structures worldwide. USACOM has many technical training resources that are available to provide valuable training to all combatant commanders, including the Joint Training Analysis and Simulation Center (JTASC), which provides unique high value added training opportunities for JFCs and staffs.

c. A close working relationship between the JWFC and the USACOM staff is required to provide effective support to the combatant com-

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manders. Specific training roles and taskings for each organization are detailed in the CJCS JTMP, (CJCSI 3500.02A). The working relationship between JWFC and USACOM will be defined in a mutually agreed upon Memorandum of Understanding (MOU).

7. US Special Operations Command.

USSOCOM has Service-like training responsibilities under 10 USC 167.

USSOCOM training responsibilities in support of the NMS include: training assigned forces, validating training requirements, ensuring combat readiness of assigned forces, ensuring interoperability of equipment and forces, and monitoring the preparedness of special operations forces (SOF) assigned to other combatant commands to conduct their assigned mission. USSOCOM is responsible, as the SOF Joint Force Integrator (JFI), for the development of common special operations joint tasks. These operational level tasks allow USSOCOM to train commanders, staffs, and individuals to those common tasks, under common conditions, and to specific standards. This responsibility is similar to the USACOM responsibility as the joint force integrator for conventional assigned forces.

US SPECIAL OPERATIONS COMMAND

- SERVICE-LIKE TRAINING RESPONSIBILITIES
- SOF JOINT FORCE INTEGRATOR
- SIMILAR RESPONSIBILITY TO USACOM

8. Combatant Commands. Unless otherwise directed by the President or Secretary of Defense, the combatant commanders are responsible for:

- a. Giving authoritative direction to the subordinate commands and forces necessary to carry out missions assigned to the command, including authoritative direction over all aspects of joint training.
- b. Coordinating and approving those aspects of administration and support, including control of resources and equipment, internal organization, training, and discipline of assigned forces necessary to carry out assigned missions.
- c. Providing, as appropriate and available, forces for training in support of other combatant commanders' requirements.
- d. Ensuring that, whenever undertaking exercises or other activities with the military forces of nations in another combatant commander's area of responsibility, those exercises and activities, and their attendant command relationships, will be as mutually agreed between the commanders.

- e. Designating an office of primary responsibility for joint training.
- f. Documenting combatant command joint training requirements through the development of JMETLs with associated conditions and standards.
- g. Developing, updating, and publishing annually command joint training plans and joint training schedules.
- h. Forwarding copies of annual revisions to command JMETL to supporting commands, agencies, and the JWFC annually in October. Forwarding combatant command Joint Training Plans (JTP), including the command JMETL, to supporting combatant commanders, agencies, the JWFC, and the Joint Staff annually in March. (Supported commands)
- i. Forwarding Joint Training Plans (JTP), including the command JMETL, to supported combatant commanders, agencies, the JWFC, and the Joint Staff annually in May. (Supporting commands, agencies, joint organizations)
- j. Forwarding requests to add new exercises to the JTMS to the Chairman of the Joint Chiefs of Staff.
- k. Evaluating the effectiveness of specific training events conducted under their training plans.
- l. Assessing the overall effectiveness of JTP in training to their command's JMETL. Assessing the adequacy of their JMETL in describing their tasked missions.
- m. Submitting joint after-action reports for all operations and CJCS Joint Training Exercises.
- n. Reporting program and resource shortfalls and the impact these shortfalls have on the command's ability to accomplish its joint training requirements.
- o. Complying with the CJCS guidance provided in the CJCS JTMP.

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9. Services. Subject to the authority, direction, and control of the Secretary of Defense and title 10, USC provisions applicable to the combatant commands, the Secretaries of the Military Departments are responsible for:

<u>SERVICES</u>
<ul style="list-style-type: none"> • PROVIDE FOR SERVICE TRAINING IN CORE COMPETENCIES • TRAIN FORCES ASSIGNED TO COMBATANT COMMANDS • DEVELOP SERVICE DOCTRINE CONSISTENT WITH JOINT DOCTRINE • SUPPORT COMBATANT COMMANDERS' REQUIREMENTS FOR JOINT TRAINING • DESIGNATE OPR FOR JOINT TRAINING

- a. Providing for Service training of personnel and forces for assignment to combatant commands.
- b. Supporting combatant commanders and component commanders in training forces assigned to the combatant commands.
- c. Developing and preparing Service publications to support the conduct of joint training at the Service level. Service doctrine must be consistent with approved joint doctrine.
- d. Supporting combatant commanders' requirements for joint training.
- e. Designating an office of primary responsibility for joint training.
- f. Depicting Service funding in support of the CJCS Exercise Program (incremental funding) in a separate funding line in their budgets.

10. Service Component Commands. Service component commanders' responsibilities are derived from their roles in fulfilling the Services' support function. Service component commanders are responsible to the JFC for conducting joint training. This includes training, as directed, other Service components in joint operations for which the component commander has or may be assigned primary responsibility.

<u>SERVICE COMPONENT COMMANDS</u>
<ul style="list-style-type: none"> • RESPONSIBLE TO JFC FOR CONDUCTING JOINT TRAINING • WHEN DIRECTED, TRAIN OTHER SERVICE COMPONENTS

11. Joint Organizations and Defense Agencies. Joint organizations and Defense agencies are responsible for developing a customer-based plan detailing their training objectives to meet specific combatant command JMETL training requirements. This is

<u>COMBAT SUPPORT AGENCIES</u>
<ul style="list-style-type: none"> • DEVELOPED CUSTOMER-BASED TRAINING PLAN TO MEET JMETL TRAINING REQUIREMENTS • PARTICIPATION SHOULD BE SCHEDULED AND PUBLISHED IN SUPPORTED COMMAND'S JTP

normally done through development of an organization JMETL or agency mission essential task list (AMETL) and a joint training plan. Developed JMETL/AMETLs should be closely linked to the supported combatant commands' JMETLs. Accordingly, exercise participation by joint organizations and agencies should be scheduled and published within the respective supported command's JTPs.

SECTION VI

REFERENCES

- a. CJCSI 3500.02A, 8 December 1995, "Joint Training Master Plan"
- b. CJCSM 3500.03, 1 June 1996, "Joint Training Manual"
- c. CJCSM 3500.04A, 13 September 1996, "Universal Joint Task List"
- d. DOD Directive 5100.01, 25 September 1987, "Functions of the Department of Defense and Its Major Components"
- e. Joint Publication 0-2, 24 February 1995, "Unified Action Armed Forces (UNAAF)"
- f. Joint Publication 3-0, 1 February, 1995, "Doctrine for Joint Operations"
- g. Joint Publication 3-16, "Joint Doctrine for Multinational Operations"
- h. Joint Publication 1-02, "DOD Dictionary of Military and Associated Terms"
- i. CJCSI 1800.01, 1 March 1996, "Officer Professional Military Education Policy"

GLOSSARY

PART I--ABBREVIATIONS AND ACRONYMS

AMETL	agency mission essential task list
C4I	command, control, communications, computers, and intelligence
CCTI	CJCS Commended Training Issues
CINCS	commanders of combatant commands
CJCS	Chairman of the Joint Chiefs of Staff
CJCSI	CJCS instruction
CJCSM	CJCS manual
CPG	Contingency Planning Guidance
CPX	command post exercise
CSA	combat support agency
DPG	Defense Planning Guidance
DOS	Department of State
DODD	Department of Defense Directive
FTX	field training exercise
FY	fiscal year
J-7	Operational Plans and Interoperability Directorate, Joint Staff
J-8	Force Structure, Resources, and Assessment Directorate, Joint Staff
JAAR	joint after-action report
JAARS	Joint After-Action Reporting System
JCLL	Joint Center for Lessons Learned
JFC	joint force commander
JFI	joint force integrator
JMET	Joint Mission Essential Task
JMETL	Joint Mission Essential Task List
JPME	Joint Professional Military Education
JSCP	Joint Strategic Capabilities Plan
JSIMS	joint simulation system
JTASC	Joint Training and Simulation Center
JTF	joint task force
JTM	Joint Training Manual

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JTMP	Joint Training Master Plan
JTMS	Joint Training Master Schedule
JTP	joint training plan
JTS	Joint Training System
JTTP	joint tactics, techniques, and procedures
JWFC	Joint Warfighting Center
M&S	modeling and simulation
MOOTW	military operations other than war
MOU	memorandum of understanding
MTG	master training guide
NCA	National Command Authorities
NMS	National Military Strategy
NSS	National Security Strategy
OPR	office of primary responsibility
OPTEMPO	operations tempo
OSD	Office of the Secretary of Defense
PERSTEMPO	personnel tempo
SOF	special operations forces
SOP	standard operating procedures
STANAG	standardization agreement
TOR	terms of reference
UJTL	Universal Joint Task List
UNAAF	Unified Action Armed Forces
USACOM	United States Atlantic Command
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USG	United States Government
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSPACECOM	United States Space Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command

GLOSSARY

PART II—DEFINITIONS

Unless identified as extracted from Joint Pub 1-02 (reference h), the following terminology is not standardized within the Department of Defense and is applicable only in the context of this document.

after-action review. A process designed to provide commanders direct feedback on the accomplishment of selected joint mission essential tasks, conditions, and standards stated in terms of training objectives in order for the commander to evaluate training proficiency. An analytical review of training events that enable the training audience, through a facilitated professional discussion, to examine actions and results during a training event. Also called AAR.

Combatant Command Joint Training Plan. A plan developed and updated annually by each combatant commander that defines the methods used to train assigned forces (training audience) in joint doctrine and tactics, techniques, and procedures to accomplish the mission requirements (Joint Mission Essential Task List) over the selected training period. Specifically, the plan identifies the training audience, the joint training objectives, the training events, and required training resources. Also called CINC JTP.

Combatant Command Joint Training Schedule. A resource constrained program developed and updated annually by the combatant command staff that integrates the combatant commands' joint training plans and the schedule of the CINC-sponsored exercises. The schedule normally includes exercise summaries for the program year as well as proposed summaries for the following five years. Also called CINC JTS.

command-linked tasks. These tasks depict the interfaces between supported and supporting commands and agencies. Command-linked tasks are key to the accomplishment of supported command or agency JMETS. They are normally designated, and assessed by the supported commander. The command performing the task normally evaluates task accomplishment. Close cooperation and communication is required between supported and supporting commands.

common joint task. Joint task selected by more than one JFC as a joint mission essential task.

component interoperability task. These tasks are performed by more than one Service component to meet the mission-derived conditions and approved standards of the combatant commands.

Component Interoperability Training. Training in which more than one Service component participates. The purpose is to ensure interoperability of combat, combat support, combat service support, and military equipment between two or more Service components. (JTMP)

conditions. Those variables of an operational environment or situation in which a unit, system, or individual is expected to operate that may affect performance. (JTMP)

exercise. A military maneuver or simulated operation involving planning, preparation, and execution. It is carried out for the purpose of training and evaluation.

individual joint training. Joint academic courses, OSD, Defense agency, combatant command or Service-sponsored events, are offered to prepare individuals to perform duties in joint organizations or to operate uniquely joint systems (e.g., Joint Intelligence Support System).

interagency/intergovernment training. Military training based on NCA-derived standard operating procedures, as applicable, to prepare inter-agency and/or international decision makers and staffs in response to NCA-approved mandates.

interagency operations. Operations that often involve several departments and agencies of the US Government. These organizations may include the Office of the Secretary of Defense; the Joint Chiefs of Staff; the Departments of State, Agriculture, Commerce, Justice, and Transportation; and the intelligence community.

issue. A shortcoming or deficiency identified during training or operations that precludes training to standard and requires focused problem solving. Defined and analyzed in terms of doctrine, training, education, material, and organizations (force structure) to facilitate correction and validation.

joint after-action report. A written report submitted to the Joint Center for Lessons Learned (JCLL) consisting of summary, assessment, and individual joint universal lessons learned that provides the official description of an operation or training event and identifies significant lessons learned and issues. Also called JAAR.

joint exercise. Exercises based on joint doctrine and procedures that train and evaluate joint forces or staffs to respond to requirements established by joint commanders to accomplish their assigned mission(s). NOTE: Deviations from these criteria may be made at the discretion of the respective combatant commander.

Joint Mission Essential Task List (JMETL). A list of joint tasks considered essential to the accomplishment of an assigned or anticipated mission(s). A JMETL includes associated conditions and standards and may identify command-linked and supporting tasks.

Joint Professional Military Education (JPME). JPME is that portion of the PME concentrating on the instruction of joint matters (CJCSI 1800.01, Officer Professional Military Education Policy, 1 March 1996, (reference i)).

joint training. Military training based on joint doctrine to prepare joint forces and/or joint staffs to respond to operational requirements deemed necessary by the CINCs to execute their assigned missions.

Joint Training Master Plan. A plan developed and updated by the Chairman of the Joint Chiefs of Staff that provides planning guidance and identifies common joint training requirements. The plan includes, as a minimum, CJCS guidance, common joint tasks, and CJCS Commanded Training Issues. Also called CJCS JTMP.

Joint Training Master Schedule. A program developed and updated annually by the Chairman of the Joint Chiefs of Staff that integrates combatant command Joint Training Schedules and the schedule of the CJCS-sponsored exercises. The schedule includes, as a minimum, exercise summaries for the program year as well as proposed summaries for the following 5 years. Also called CJCS JTMS.

lesson learned. 1. A technique, procedure, or work around that allowed the task to be accomplished to standard based upon a identified shortcoming or deficiency within a specific command or circumstance that may be applicable to others in similar circumstances. 2. A changed

behavior based upon previous experiences that contributed to mission accomplishment.

master training guide. Assembled in a single volume, these documents are derived from joint doctrine and usually focus on specific joint organizations requiring tailored training. A standardized “play book”, master training guides include tasks organized on a mission and/or functional basis grouped with supporting tasks and associated conditions and standards. Also called MTG.

military training. The instruction of personnel to enhance their capacity to perform specific military functions and tasks; the exercise of one or more military units conducted to enhance combat readiness or ability to conduct MOOTW. Training has three components; Service, joint, and multinational.

mission. 1. The task, together with the purpose, that clearly indicates the action to be taken and the reason therefor. 2. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit; a task.

multilateral peace operations. Actions taken by the United Nations (UN) under the authority of the UN Charter, Chapter VI or Chapter VII, by regional arrangements pursuant to Chapter VIII of the UN Charter, or by ad hoc coalitions pursuant to a UN Security Council resolution under the authority of the UN Charter, Chapter VI or VII, or consistent with UN Charter Chapter VI to preserve, maintain, or restore the peace.

multinational exercises. Exercises that train and evaluate US and other nation’s forces or staffs to respond to requirements established by multinational force commanders to accomplish their assigned mission(s).

multinational interoperability training. Military training based on allied, joint, and/or Service doctrine, as applicable, to prepare units in response to National Command Authorities (NCA)-approved mandates. The purpose is to ensure interoperability of combat and combat support forces, and military equipment between US Service component(s) and other nation(s) forces.

multinational operations. A collective term to describe military actions conducted by forces of two or more nations, typically organized within the structure of a coalition or alliance.

multinational joint training. Military training based on allied and/or coalition, joint, and/or Service doctrine or tactics, techniques, and procedures, as applicable, to prepare personnel or units for multinational operations.

peace enforcement. Application of military force, or the threat of its use, normally pursuant to international authorization, to compel compliance with resolutions or sanctions designed to restore peace and order.

peace operations. The umbrella term encompassing peacekeeping, peace enforcement, and any other military, paramilitary, or nonmilitary action taken in support of a diplomatic peacemaking process.

Professional Military Education (PME). The systematic instruction of professionals in subjects which will enhance their knowledge of the science and art of war.

program of instruction. A series of related courses designed to satisfy a specific joint training requirement.

Service training. Training based on Service policy and doctrine to prepare individuals and interoperable units. Service training includes basic, technical, operational, and component-sponsored interoperability training in response to operational requirements deemed necessary by the combatant commands to execute assigned missions.

standard. In joint training, the minimum acceptable proficiency required in the performance of a particular task. It is defined by the combatant commander and consists of measure and criterion.

- a. measure. Provides the basis for describing varying levels of task performance.
- b. criterion. Defines acceptable levels of performance.

supporting task. Specific activities that contribute to the accomplishment of a Joint Mission Essential Task. Supporting tasks are accomplished by subordinate elements of a joint force (i.e., joint staff, functional components, etc.)

task. A discrete event or action, not specific to a single unit, weapon system, or individual, that enables a mission or function to be accomplished--by individuals or organizations. (JTMP)

task performance observations. Task performance observations are the sum of a training audience, training objective with conditions, standards associated and collated with all of the data from the model, and observer reports along with an executive summary for the commander to review and make a training proficiency evaluation.

training assessment. An analytical process used by joint force commanders to determine an organization's current levels of training proficiency on mission essential tasks. This process also supports the Chairman of the Joint Chiefs of Staff's and combatant commanders' cumulative assessments of overall joint readiness.

training evaluation. The process used to measure the ability demonstrated (e.g., during training events or exercises) to accomplish specified training tasks within a discrete event or exercise.

training objective. A statement that describes the desired outcome of a training activity. A training objective is derived from joint mission essential tasks, conditions, and standards. It is based on joint doctrine/JTTP/SOP. A training objective describes:

- a. Specific performance requirements (procedures and processes) for the training audience.
- b. Training situation is derived from the JMET task and conditions. The training situation describes the inputs provided to the training audience and the operational environment in which the specified audience must perform.
- c. Level of performance derived from the standards in the JMET. It describes how well the audience should perform to meet the training objective. Note that the level of performance may or may not directly equate to the JMET standard. (i.e., multiple training objectives may be required before the audience is capable of performing the task to the required standard.)

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